

Plaintiffs' Exhibit 161

(Redacted)

Google



US Army + Google Business Review

FY'21 Wrap Up

January 13, 2022



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Your Google Team



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Account Executive



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DV360 Account
Manager (while
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Google



Lynea
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Specialist



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Today's Agenda

1. Partnership Milestones
2. FY21 Performance Review & New Opportunities
3. Measurement Spotlight
4. Q&A



I. Partnership Update – Looking Back at FY21

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We Accomplished a lot together in FY21...

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[REDACTED] Total EBRCs in FY21

[REDACTED] Compo 1/3

[REDACTED] Compo 2

- Search: [REDACTED] EBRCs
- Discovery: [REDACTED] EBRCs
- DV360: [REDACTED] EBRCs

Some other fun numbers...

1st

DOD Branch to
launch Discovery

+5

New deals
consolidated in
FY21

20

Brand lift & search
lift surveys run
across Army
Youtube Efforts in
FY21

Cost Savings

OMG Saved AEMO [REDACTED] by participating in the 20/21 Upfront

Category	CPM	Cost	Impr.
Army FY21 @ Upfront CPMs	[REDACTED]	[REDACTED]	[REDACTED]
Army FY21 @ Scatter CPM	[REDACTED]	[REDACTED]	[REDACTED]
Cost Savings	--	[REDACTED]	--



Added Value

Thought Leadership

Military Executive
Summit Series

First to market beta
oppS

Innovation

First to market with
Discovery Ads
+
Recognized in
Google/OMG
Award Ceremony

Data & Measurement

Direct partnership
with Google Data
Center to provide
more granular
MMM data going
into FY22

Access to Google's Best & Brightest

Over 15 Googlers
support team
Army, including
access to global PR,
product, creative
experts &
engineers

I. Partnership Update - Looking Ahead to FY22

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PARTNERSHIP OBJECTIVES

Team DDB + Google FY22 Partnership Objectives

Goal

Drive Contracts + Improve Efficiency

Build the Prospect Base

Use Data to Make Better Decisions

Focus Areas

Understand & maximize tactics that drive contracts

Reach low propensity audiences with to addresses key misconceptions about the Army

Build cadence and rigor around insights & performance review to power agile decision making.



PARTNERSHIP RESOURCES

Innovation + Deal Points

Commitment to bring the best of Google resources to AEMO & Team DDB

AEMO Priority	Category	Description
Drive more Contracts	Analytics Support	Google MMM Center of Excellence Partnership to enhance MMM granularity
	Technical Support	Hands-on-keyboard support to onboard contract-level data to optimize media directly for contracts
	First to Market	
	Alpha/Beta Access	First to market access to 1) Discovery Experiments Alpha + 2) Google TV Carousel Ads
	Google Leadership Access	Executive level engagements (Government & Advocacy director to attend key AEMO events) and exclusive access to Google events (GML, CES, Brandcast, etc)
Innovation, Thought Leadership	Google Specialists	Team of 20+ Googlers dedicated to Team Army across product, measurement, creative & insights:
	Dedicated AEMO Executive Summit	Access to team of executive advisors who partner with Google's top CMO & CEO partners for a custom AEMO event
Data to Power Agile Decision Making	Insights Support	Google search trends & top questions reporting to power agile decision making Custom AEMO audience insights lab



III. FY21 Performance Review & New Opportunities

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FY'21 National Search YoY

Investment	Clicks	Avg. CPC	Click-through Rate (CTR)	EBRCs	Cost per EBRC
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Key Growth Drivers:

- Outcome-based granularity: separated accounts by Compo and brand & non-brand
- Tailored auction-time bidding strategy for each account
- Data-driven attribution (DDA) to bid strategies

Source: SA360

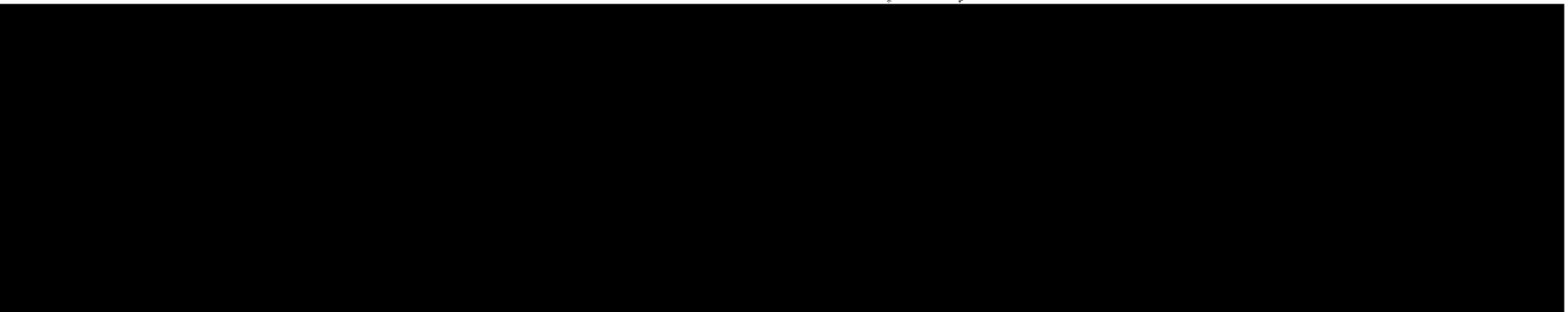
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FY'21 National Guard Search

Investment	Clicks	Avg. CPC	Click-through Rate (CTR)	EBRCs	Cost per EBRC
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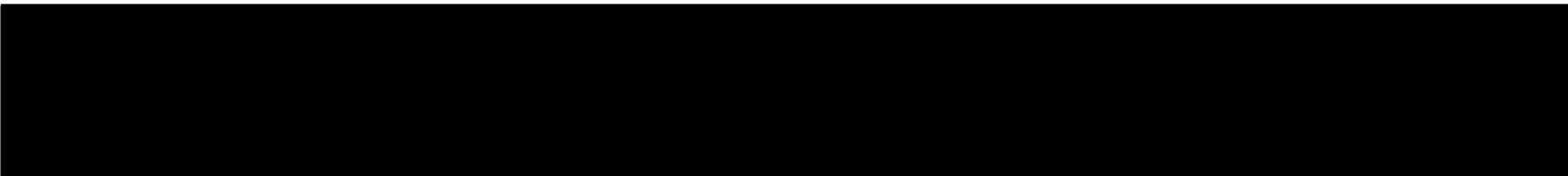
Source: SA360

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FY21 Search EBRCs



National EBRCs
driven by
Search

Guard EBRCs
driven by
Search

Total across
National +
Guard



FY'21 SA360 Growth Drivers

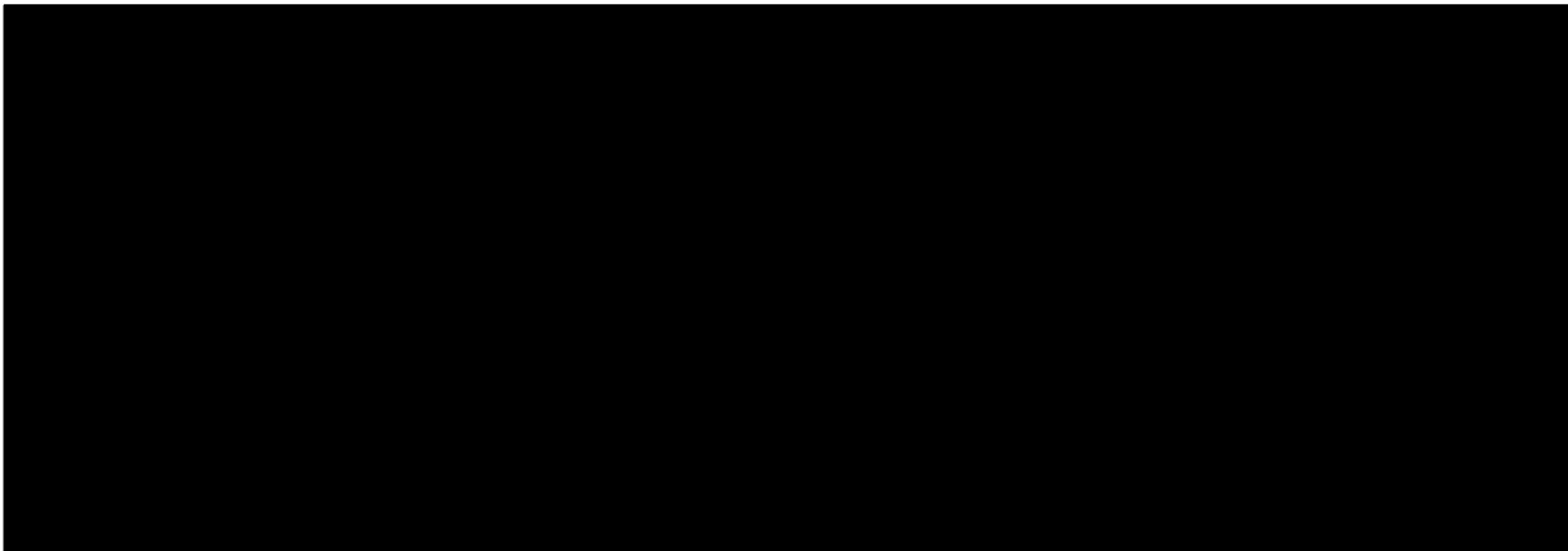
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	PROJECT	IMPACT
1	Auction Time Bidding	Allowed Army advertising to adjust bidding by search query resulting in an [REDACTED] lift in conversions and [REDACTED] decrease in CPA.
2	DDA	Allowed for appropriate bidding amounts for campaigns that assisted with conversions. Campaigns that lowered their DDA undervalue amount averaged a [REDACTED] decrease in CPA and a [REDACTED] increase in leads lowering spend by [REDACTED]

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FY'21 Discovery National Performance



Source: Google Ads

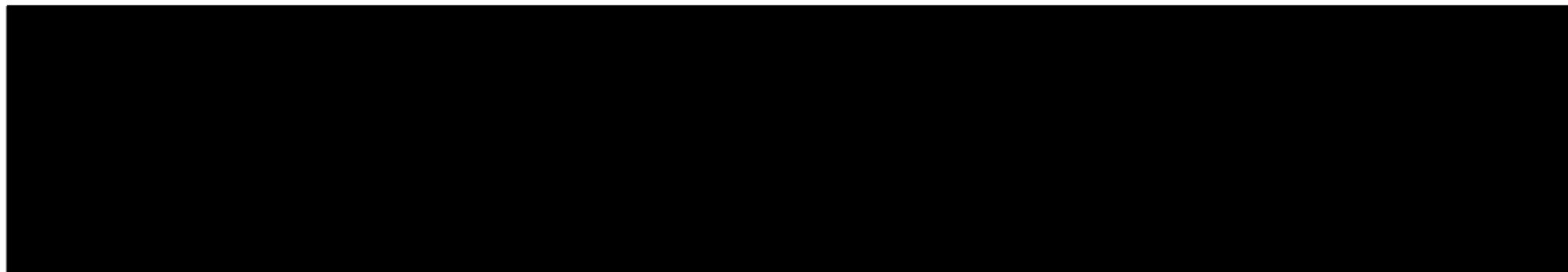
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FY'21 Discovery National Guard Performance



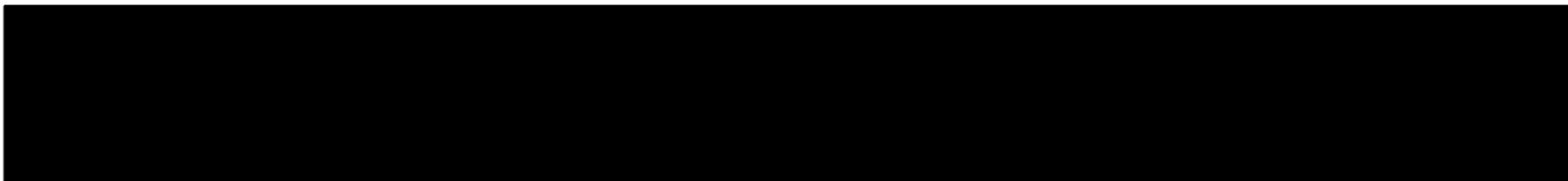
Source: Google Ads

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FY21 Discovery EBRCs



National EBRCs
driven by
Discovery

Guard EBRCs
driven by
Discovery

Total across
National +
Guard



FY'21 Discovery Growth Drivers

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	PROJECT	IMPACT
1	Discovery Launch	Expansion across all compos (AMEDD in FY22) & now the #2 EBRC driver with room to grow!
2	tCPA Bidding Strategy on Discovery	Allowed for us to stay flexible, while keeping a healthy cost per EBRC

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Alpha Discovery Experiments

Background

A/B Testing is a key feature in Advertising to try out new concepts, test strategies, and improve campaigns performance; enabling the clean interpretation of results via a data-driven analysis. Discovery Experiment provides a new feature to advertisers to experiment with their Discovery campaigns.

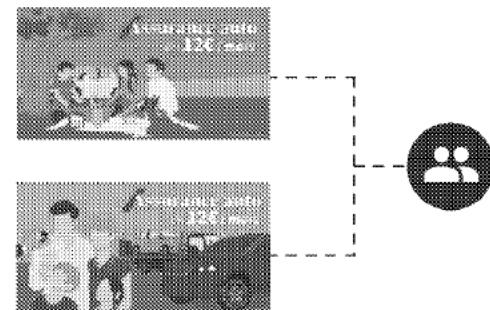
Why Discovery Experiment?

Discovery Experiment allows advertisers to test the effectiveness of creative, targeting strategies or other variables by creating head-to-head tests in a clean experiment environment that ensures randomly assigned users to isolated groups, mitigating contamination during testing. With the possibility to create up to 5 arms per experiment (A/B/C/D/E testing).

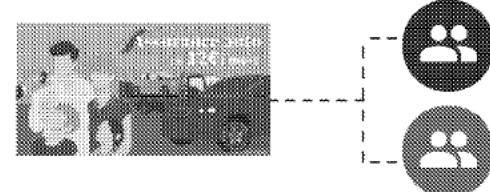
Next steps

- Indicate interest to your Account Manager to participate in the Alpha for 2022
- Once the account is allowlisted, navigate to the Labs tab within the account and click on "Discovery Experiment" to get started
- Select relevant campaigns and set a test environment (see implementation guide)
- Run experimentations for at least 3 weeks. Review results and proceed to adjustments

Creatives: Test multiple creatives against one audience segment



Audiences: Test a single creative against multiple audiences



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Spanish Discovery Campaigns

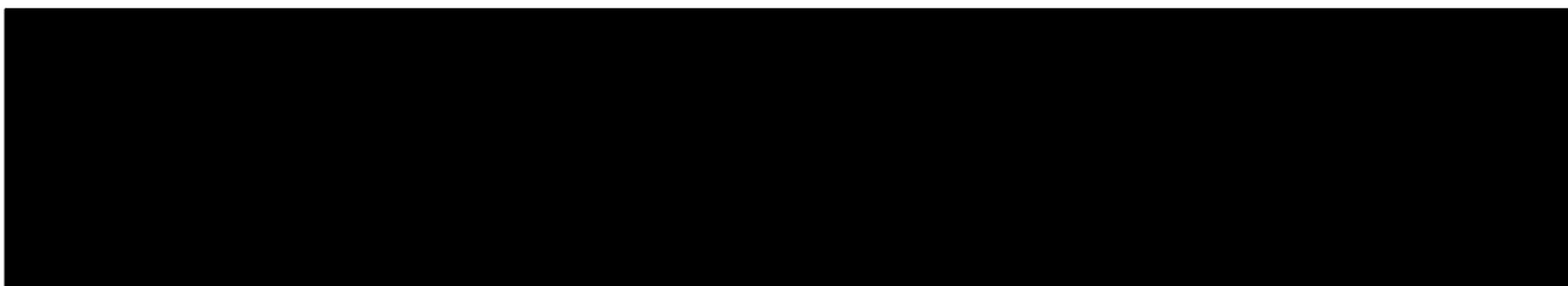
Spanish Discovery Ads provide you with a new opportunity to reach bilingual prospects as they explore their interests and search for inspiration across their favorite Google feeds (YouTube, Gmail, and Discovery) – all within a single campaign.

- Find hard-to-reach bilingual users when they're open to discover new brands: by sharing visually rich, inspiring brand creative across feeds on Google properties → do so by repurposing creative from social feeds!
- Reconnect with your most valuable prospects if they've most recently visited your website – we know remarketing is one of Discovery's sweet spots
- Audience Targeting Tips:
 - a. Apply top performing keywords from Spanish Search campaigns
 - b. Test affinities like Spanish Language Music Fans
 - c. Target Spanish Browser Settings

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FY'21 National YouTube Select Performance

Investment	Avg. CPM	Impressions	Avg. VCR	Avg. CTR
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Key Takeaways:

- Compared to other DoD YouTube Select campaigns, performance was strong for FY '21 National (DOD benchmarks: CTR: [REDACTED])

Source: DV360 & YouTube Reservation data

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FY'21 YouTube Growth Drivers

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	PROJECT	IMPACT
1	YouTube Select Streaming TV Package	<p>Owned the Living Room with a higher avg. VCR than traditional YTS [REDACTED] compared to [REDACTED] + more efficient CPMs than other CTV partners</p>
2	Audience Alignment to Drive users down the funnel	<p>Continued aligning budgets to specific audience groups that are key for EBRC expansion (Gen Z, Influencers, Strategic Targets) & HM on horizon in FY22</p>

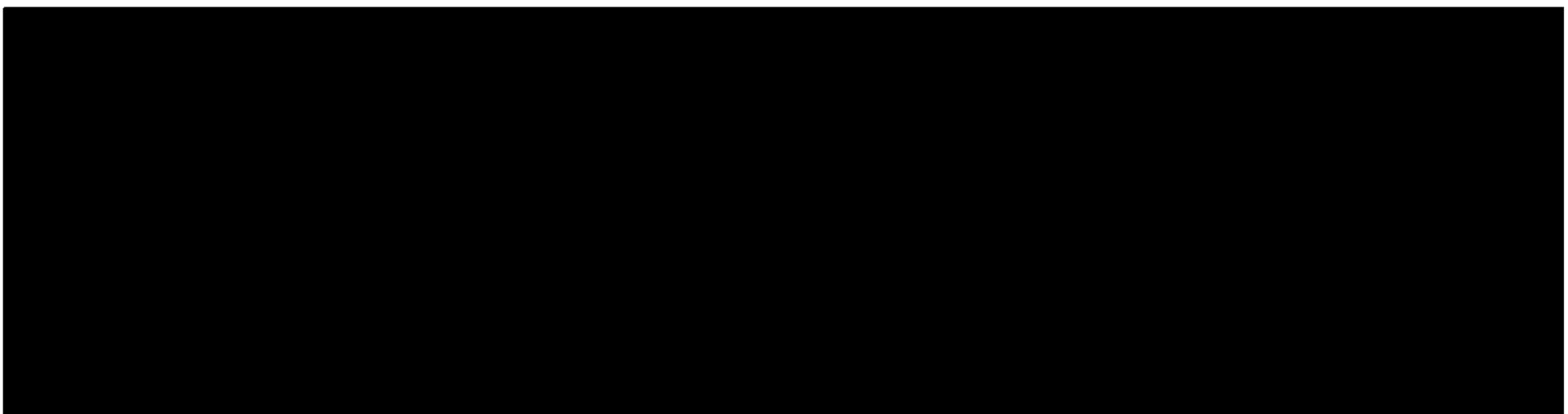
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FY'21 DV360 National* Performance

Investment	Clicks	CTR	VVR	VCR	HVAs	EBRCs
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Key Takeaways:

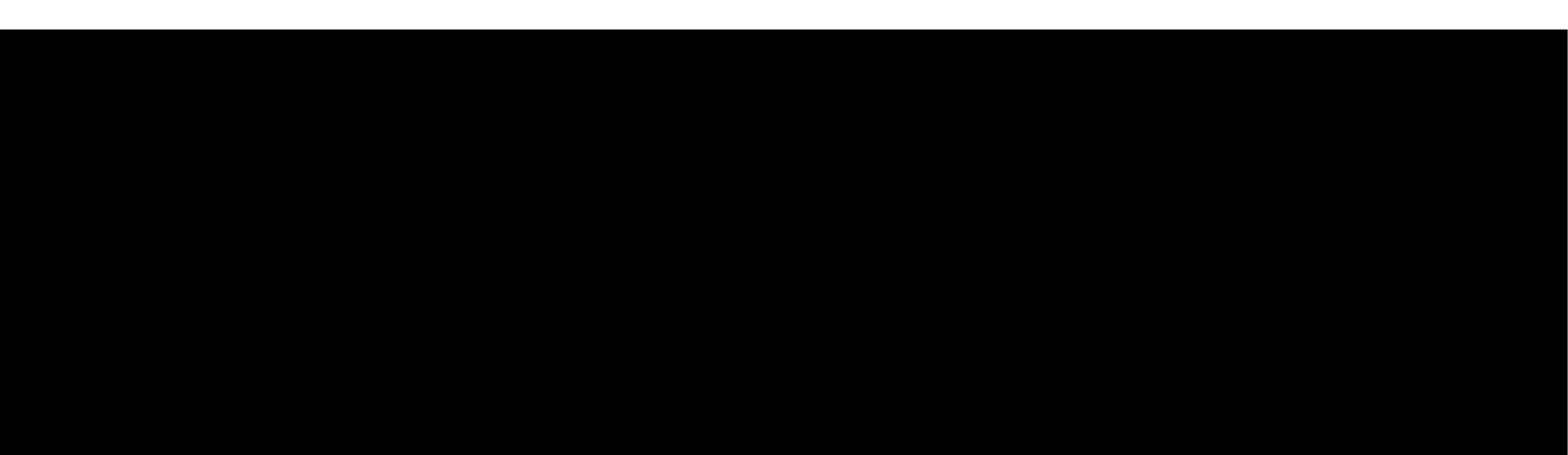
- Across all media types, we're seeing engagement metrics **perform significantly above Military benchmarks**, largely due to our reliance on Machine Learning (i.e. auto-bidding)
- 2021 brought lots of new launches - including the launch of Personalized Marketing in Q3, as well as the **consolidation of 5 PG deals** across Upper Funnel tactics

Source: DV360, data pulled from October 2020 - November 2021. *Includes Compo 1, Compo 3, AMEDD, and Personalized Marketing

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FY'21 DV360 National Guard Performance

Investment	Clicks	CTR	VVR	VCR	HVAs	EBRCs
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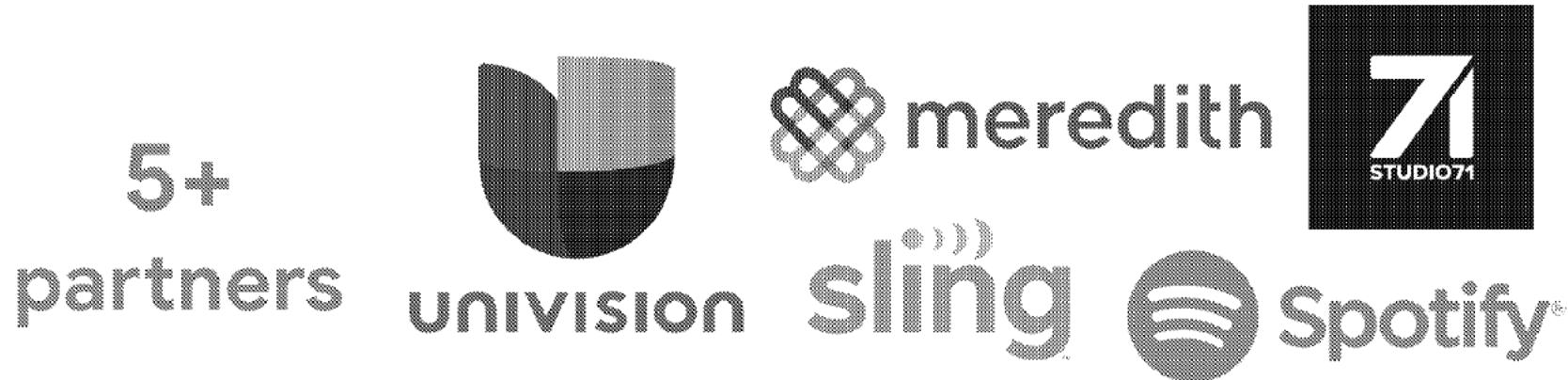
Key Takeaways:

- Similar to Army National, within Compo 2 we also saw very **strong performance** across engagement metrics compared to our **Military benchmarks**.
- Note that National Guard was paused in Q2 2021 and remained dark through the end of the year on DV360.

Source: DV360, data pulled from October 2020 - November 2021. *Includes Compo 2 only

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Digital Consolidation in DV360 in 2021



Digital buys consolidated in FY21 that allowed us to
drive maximum reach

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FY'21 DV360 Growth Drivers

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	PROJECT	IMPACT
1	Consolidation in DV360 maximizes efficiency	In 2021, we worked to consolidate 5+ digital partners . In 2022, we now have campaign frequency caps applied, which allows us to quantify cost savings and maximize unique reach across campaigns.
2	Machine Learning Improves Performance	Both Army and National Guard saw strong performance across engagement metrics compared to our Government benchmarks, largely due to heavy utilization of auto-bidding.
3	Google targeting paves the way for a cookieless future	2021 brought in a handful of new campaign launches (Personalized Marketing / DCO, The Calling, etc.), and Google's audience solutions provided privacy-safe ways to reach our target audiences at scale.

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